



3.0 CUSTOMER AND MARKET FOCUS.

3.1a Customer and Market Knowledge.

3.1a(1) The Army, through command structure, designated Fort Benning as the proponent for Infantry; thus defining our mission and primary customers. The support services we provide to our Soldiers and civilians equate to running a city, and they have free choice in using them. We serve the Infantry community; project our deployable customer units and Soldiers; and provide a wide variety of support services to a diversified customer base. Rather than operating in a traditionally military manner of complying with a minimum standard, we focus on pleasing the customer at every level of the organization. This is **“Whom We Do It For.”** Analyzing and understanding our strengths, weaknesses, opportunities and threats gives us a competitive intelligence. It enables us to identify future customer requirements, anticipate potential risks and challenges (Figure 2.2), and quantify the resources and action plans needed to accomplish our strategic goals (Figure 2.3). This tells us **“Who Else Can Do It”** and **“How We Can Do It Better!”**

Our mission requirements establish our customer base. We use the following process to divide customers into specific market segments.

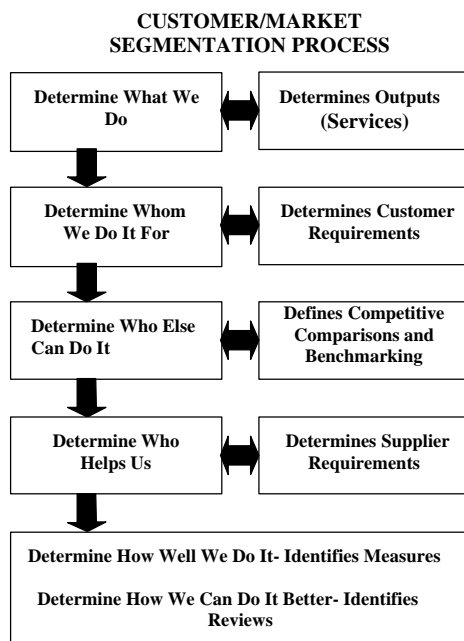


Figure 3.1

Our primary customers have different requirements; we serve both internal and external units and individuals. Because customer needs vary, we align each market segment with one or more key processes, each with a functional and a cross-functional key process owner. We recently refined our measurement planning system to better understand our customer and market expectations (Item 4.1a).

We analyze mission and support processes and customer requirements as shown in Figure 3.2.

CUSTOMER SEGMENTS	INFANTRY				
KEY PROCESSES (WHAT WE DO)	T R A I N I N G	D O C T R I N E	F U T U R E S	F O R C E P R O J	I N S T R U C T I O N A L
CUSTOMERS (WHOM WE DO IT FOR)					
INTERNAL					
ASSIGNED UNITS					
11 TH Infantry Regiment, 29 TH Infantry Regiment, Infantry Training Brigade, Ranger Tng Brigade, NCO Academy, Physical Fitness School, U.S. Army School of the Americas 3 RD Brigade, 3 RD Infantry Division, 36 TH Engineer Group, 988 TH Military Police, 75 TH Ranger Regiment,	X	X	X	X	X
COMMUNITY MEMBERS					
Soldiers, Families, Civilians, Retirees				X	X
Local Tri-Community Members					X
EXTERNAL					
OTHER INFANTRY UNITS	X	X	X	X	
OTHER INFANTRY SOLDIERS	X	X	X	X	
Active Component Combat Units and Soldiers, Reserve Component, National Guard, Special Operations, Foreign Governments and Nations	X	X	X	X	X
POTENTIAL					
USAR, ARNG Units, Deployable Units and Soldiers, Civilians and Military Units Training on Post, ROTC, Retirees visiting Base Operation facilities	X			X	X

Figure 3.2

For many of our services, eligibility and qualification predetermine our customer base. In some other services, our customers have the option to use competitive products and services. Within these parameters, we compete aggressively to keep our current customers satisfied and to seek new customers. Customer feedback is used to improve products and services, create convenience, improve delivery systems, and identify employee customer service training and process performance needs.

**LISTENING AND LEARNING STRATEGIES BY CUSTOMER SEGMENTS**

CUSTOMER SEGMENT	METHOD OF COLLECTION	FREQUENCY	OBJECTIVITY AND VALIDITY
INFANTRY PROPENSITY (WHAT WE DO)			
TRAINING	Surveys	Annual End of Course/Phase	Entry requirements;
Initial Training			
Professional Training	Critiques & Questionnaires	End of Course/Phase	Course requirements;
Specialized Training	ITT Review	Up to 6 times per year	Graduation requirements; Budget.
Special Category	Feedback from the Field	As Requested	Graduation requirements.
DOCTRINE	Combat Training Center	Annually	Customer comments on Draft manuals; Program Directive and Timeline; TRADOC Manuals; Budget.
Develop Doctrinal Writers/Teams	Review Programs		
Produce New Doctrinal Literature	Doctrinal Seminars and Surveys	Annually	Unit Feedback; Combined Arms Center review and approval; Joint Readiness Training Center/National Training Center Observers/Controllers; Council of Colonels review final draft Budget.
Revision of Existing Doctrinal Literature	Critiques & Questionnaires. Feedback from the Field. VTCs and Meetings. Interviews with Army Ldrs.	End of Course/Phase As Requested As Requested Monthly to Quarterly	
FUTURES	Informational Contacts. Letters and Messages from Chain of Command.	Daily As Submitted	Council of Colonels; Concept Evaluation Program; Advanced Warfighting Experiment; Infantry Travel Team; Budget; TSM Inputs; DBBL Experiments.
Develop Infantry Concepts for new missions and technologies.			
Develop Concepts for Force/Mix/Restructured Org.	ITT, Surveys, Infantry Center Reviews.	Up to 6 Times per year Annually/Quarterly	
FORCE PROJECTION			
USR Reporting	Unit Reports, IPRs, QTBs, Staff Visits.	Monthly/Quarterly	Authorized Level of Organization (ALO) Resource Evaluation. Installation Support.
Maintain Deployability of Instl Units	Commanders/BASOPS	Monthly	Monitor readiness by category/reason.
Deploy the Force	Coordination with DA, Air Force, MTMC	As Required	Requisitions, Readiness levels, Latest Arrival Date at Port of Debarkation
Operate CONUS Replacement Center	IPR, Sub-Process Measures	As Required	FOOTPRINT – Monitor supply shortfalls.
INSTALLATION MANAGEMENT (HOW WE DO IT)			
QUALITY OF LIFE			
Living Community	Referral Mediation	Daily As Required	Customer satisfaction; Increased occupancy; Reduced waiting list time; Improve job order time.
Health and Wellness	Patient Affairs Council Retiree Council	Monthly Monthly	Customer satisfaction; Improve services; Educate customer; Identify customer requirements.
Leisure and Recreation	Comment Cards Mystery Shopper	Daily Monthly	Customer satisfaction; Improve services and facilities; Identify customer requirements
Quality of Life Support Services	Comment Cards Customer Surveys	Daily Annually	Customer satisfaction; Improve service and facilities; Identify customer requirements.
WORK FORCE	Climate Surveys Customer Feedback Human Resources Plan Newcomers Orientation Transition Services	Annually Daily Annually Monthly Daily	Six Quality categories: Trend analysis; Satisfaction and needed improvements; Performance of service providers; Defined customer/supplier requirements; Integrated personnel services.
COMMUNICATION AND AUTOMATION	Inspection/Survey Customer Comment Cards Information Management Support Council	Annually Daily Quarterly	Identify flaws in services; Customer satisfaction; feedback Identify requirements prioritization.
PURCHASING	Staff Assistant Visits DPW Status Meetings Customer Surveys Comment Cards Training	Random Monthly Annually Continuously Monthly	Improve service; Anticipate needs; Prioritize projects; Review progress Identify customer requirements; Improve satisfaction; Improve services; Identify problems; Program Oversight; Customer satisfaction
RESOURCE MANAGEMENT	STANFINS Reports Meetings Customer Feedback	Daily, Weekly, Monthly, Quarterly Annually	Error Rate. Timeliness. Priority Accomplishment.

Figure 3.3

The listening and learning strategies in Figure 3.3 above illustrate how we consider future customer requirements, as well as competitors and potentially new customers and markets. This feedback is evaluated and used in conjunction with our Strategic Planning process.

3.1a(2) We use the Six-Step Design Model described in Figure 6.2 as a guide to identify and change current and future customer requirements that come to us through complaints, lack of performance, and gains and losses. Product and service features are modified, corrected, or improved to better meet customer needs. We use



numerous strategies to identify future requirements and expectations of customers in each key process (Figure 3.4). We document current and future customer requirements in memorandums of agreement; clarify and reinforce them through additional partnering sessions; track them through reviews (Figure 4.2), and prioritize and integrate them into new product and service designs.

3.1a(3) The cross-functional alignment of our mission and support processes to our market and customer segments (Figure 3.2) provides us with a system that facilitates learning and continuous improvement. Our Measurement Planning Guide (Figure 4.3) provides us with a balance for reviewing performance measures at the strategic level and assists in identifying potential impacts from the customer, supplier and employee. This ensures that customer satisfaction is a priority, that process owners are responsible for evaluating and improving their customer satisfaction determination methods, and that we have a formal, systematic approach to learning and improving customer satisfaction. We also evaluate our listening and learning strategies as we improve or introduce new products or services (Item 2.1a(1)).

3.2 Customer Satisfaction and Relationship Enhancement.

3.2a Accessibility and Complaint Management. We pride ourselves on our *easy access* processes that enable customers to tell us how we can improve our products or services. We use numerous methods to keep customers informed and allow them opportunities to seek assistance, provide feedback, complain, or offer suggestions for improvement (Figure 3.3). Complaints registered through the BOSS hotline (Figure 7.5.17), comment cards (Figure 7.1.20), surveys (Figure 7.1.23), work force briefings, spouse orientation sessions, etc., contribute valuable information for new product and service development and improvement.

3.2a(1 and 2) Customer service standards are posted in our service-oriented activities. We use the Design Model at Figure 6.2 as a guide to

develop customer satisfaction improvements and to identify and change customer requirements. This approach links customer requirements to prioritized product and service features. Item 6.1b describes our two-tiered method to improve our processes, address customer comments, and resolve complaints efficiently and promptly (Figures 6.4 and 6.5). It provides a method to analyze, improve, or eliminate the root cause of complaints, or *“How We Can Do It Better.”*

3.2b Customer Satisfaction Determination.

3.2b(1) We collect information in a variety of ways to verify customer satisfaction. These methods are tailored by *“How Well We Do It”* and *“How We Can Do It Better.”* We use survey instruments and measurement scales, and ensure objectivity and validity during the process. Our satisfaction measurement process begins by analyzing each key work process and defining performance and customer satisfaction standards for each. We review the process and update it annually, or as performance or new missions require. The results from our Mystery Shopper evaluations are provided to managers and employees (Figure 7.1.16 and 7.1.22). This provides feedback from the customer conducting the Mystery Shop and comments or suggestions from managers and employees concerning the evaluation process. As a result, Mystery Shopper evaluation criteria become increasingly more difficult as our standard for customer service improves.

3.2b(2) Prompt customer follow-up is obtained routinely through daily dialogue, weekly conference meetings, inprocess reviews, partnering sessions, Internet, Infantry Conference attendees, and visits to customers by the Infantry Traveling Team (ITT) (Figures 7.1.1 and 7.1.2). The additional methods we use in our support processes to follow-up with customers, seek feedback, build relationships, and develop new ideas for products and services are parent-teacher conferences, semi-annual outpatient satisfaction surveys (Figures 7.1.18 and 7.4.5), follow-up telephone calls, customer comment cards (Figure 7.1.15), and our Mystery Shopper Program (Figure 7.1.16).



FUTURE REQUIREMENTS AND EXPECTATIONS				
CUSTOMER SEGMENT	FACTORS	TRENDS	REQUIREMENTS/ EXPECTATIONS	STRATEGIES
INFANTRY PROPONENCY (WHAT WE DO)				
TRAINING	Resources; New technology/weapons systems; stability & support operations.	Wider audience; fewer classrooms and instructors.	Classroom Instruction. In-house school Environment. High-tech military training.	Increased use of distance learning and VTC. Quicker, more effective access to classrooms beyond Fort Benning.
DOCTRINE	Changing threat, technology; Increased operational tempo; Stability & support operations.	Less well defined, more varied, digitization & proliferation	Doctrinal Literature Warfighting training	Digitized, on-board systems. Portable electronic multimedia. Increased emphasis on OOTW, social, and environmental issues.
FUTURES	Threat, budget, technology; Force XXI; Digitized Soldier; Stability & support operations.	Ease of Restrictions. Reduced acquisition time	Land Warriors	Two-year Warrior Academy.
FORCE PROJECTION				
	Resources; Varying and unknown threat assumptions; Force XXI; National Security Strategy.	Decreased resources. Increased usage as Army deployment asset.	Enhanced Infrastructure	Increased Emphasis on Infrastructure needs. Creative Structuring and Sourcing.
INSTALLATION MANAGEMENT (HOW WE DO IT)				
QUALITY OF LIFE Living Community Health and Wellness Leisure and Recreation Quality of Life Support Services	Family Housing; Soldier Housing; Schools; Child Care; Medical and Dental Care; Physical Fitness.	Increase in demand/ facilities cost/upkeep. Privatization. Married Army. Cost sharing for medical/dental benefits. Dental care available only to active duty Soldiers. Increasing demand for physical fitness programs.	Product/Service Availability/Convenience/ Accessibility. Overall High Quality. Timelines/Cust Service. State-of-the-Art Care. Cost Effectiveness. Customer Satisfaction. Courtesy. Value. Competitive Prices. Product Variety. Employee Morale. Complaint Resolution.	Customer Service Training. Increased Turn-Around for Quarters. Readily Available Customer Comment Cards. Customer Service Standards Posted. Tri-care Enrollment Assistance. Delta Dental Enrollment. AAFES First Choice Program. Main Mall Expansions. Automation. Surveys. 24 hour Complaint Program. Compare Costs with Locality Benchmark.
WORK FORCE	Resources, new technology, new work force, skills needed, training.	Less staffing, more generalized skills.	Trained and developed work force, Customer-focused	Improve efficiency by work job design. Develop employees to continuously improve performance. Compensation/ recognition.

Figure 3.4

The ITT, headed by the Deputy Commanding General, visits Infantry units worldwide to brief on Infantry Proponent initiatives. The team obtains feedback and provides on-the-spot solutions. Figures 4.4 and 4.5 describe the types of reviews that our senior leaders receive that result in short or long-term customer improvements.

3.2b(3) We use our Measurement Planning Guide (Figure 4.3) to determine customer satisfaction relative to that of similar providers and to target customer views. We then establish our baseline data and action plans to drive improvement by benchmarking with others, developing new products, conducting customer surveys with similar providers, and partnering with suppliers and community businesses.

3.2c Relationship Building.

3.2c(1 and 2) Customer satisfaction is important because satisfied customers not only return, they recommend our products, services, and facilities to

potential customers. To build relationships, we ask our customers, “Will you use our services/facilities again?” and “Would you recommend our services/facilities to friends?” To build loyalty, we share our knowledge and expertise with others. For example, our Battle Lab’s outstanding reputation for its future technology experiments has generated requests from private industry/government agencies for visits and demonstrations. These agencies pay the Battle Lab to perform experiments or conduct visits, which in turn allows us to hire additional personnel (Figures 7.1.10 and 7.1.11). Another example is our partnership with private industry to build the first-ever multiplex Movie Theater on an Army installation. Our Soldiers and family members now enjoy *first run* movies in a new facility; our customer base is expanded to include off-post customers; and we receive a percentage of the profits through AAFES for our MWR programs (7.2.25)!